



**Join The Christie  
against cancer**

**The Christie**  
Charitable Fund



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**Annual Report of the Trustees  
Annual Accounts  
2018/19**

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# Foreword

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Welcome to our annual report for 2018/19. The corporate trustee presents The Christie Charitable Fund's annual report together with the audited financial statements for the year ended 31 March 2019.

The charity has a corporate trustee: The Christie NHS Foundation Trust, governed by the law applicable to trusts, principally the Trustee Act 2000 and the Charities Acts 2011. The NHS Trust Board devolved responsibility for the on-going management of funds to the Charitable Funds Committee which administers the funds on behalf of the corporate trustee.





## Our Trustees



The members of the NHS trust board who served during the financial year were:

Kathryn Riddle OBE DL	Chair of Charitable Funds Committee
Chris Outram	Chair of the Trust
Roger Spencer	Chief Executive
Joanne Fitzpatrick	Executive director of finance and business development
Jackie Bird	Chief nurse and executive director of quality
Professor Chris Harrison	Executive medical director (strategy)
Fiona Noden	Chief operating officer
Wendy Makin	Executive medical director and responsible officer
Neil Large MBE	Non-executive director
Kieran Walsh	Non-executive director
Jane Maher	Non-executive director
Robert Ainsworth	Non-executive director
Tarun Kapur CBE	Non-executive director

Joanne Fitzpatrick was the principal officer overseeing the day-to-day financial management and accounting during the year.

The accounting records and the day-to-day administration of the funds are dealt with by the charity section of the finance department of The Christie NHS Foundation Trust.

Non-executive directors (including the Chair) are appointed to the NHS trust board in accordance with the Trust's constitution and by the council of governors. Executive directors are appointed through an open competition panel and following the NHS Trust recruitment procedure.

All trustees are required to meet the Fit and Proper Person Requirements 2014, a statutory requirement for all care providers registered with the Care Quality Commission to ensure the suitability of all directors and all those acting in an equivalent capacity. Trustees are also selected to provide a good mix of appropriate professional skills. New trustees are provided with an induction pack including the governing documents, the charity strategy, the charity annual report and accounts and the Charity Commission's guidance on public benefit. As part of their induction programme, time is specifically allocated to meet with the principal officer and the director of fundraising.

Trustees are required to disclose all relevant interests and withdraw from decisions where a conflict of interest arises.

Senior charity managers are employed on the same terms and conditions as staff in the NHS (subject to Agenda for Change). Remuneration is reviewed annually and is increased in accordance with the nationally agreed increases for the respective pay scales.

## Who we are

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The Christie Charitable Fund is an independent registered charity (registered number 1049751) in accordance with the Charities Act 2011 and was entered on the register on 11 March 1996.

The charity exists to raise funds and receive donations for the benefit of the patients of The Christie NHS Foundation Trust so that they can be offered access to leading treatments, outstanding care and the opportunity for the best outcomes.

The Christie charity raises money for a range of vital projects and initiatives focusing on four main areas: research,

care and treatment, education and extra patient services. It delivers projects, equipment and improvements that are over and above what the NHS funds, enabling us to give our patients access to the best possible care, research and treatment possible. Without the support of our fantastic fundraisers, we would not be able to give our patients and their families the level of care and support that we do.

The Christie treats more than 44,000 patients each year and has been delivering world first breakthroughs for over 100 years. It has one of the world's

largest radiotherapy departments and the UK's largest chemotherapy unit. It is ranked as the most technologically advanced cancer centres outside North America and is the largest single site cancer centre in Europe. It was the first UK centre to be officially accredited as a comprehensive cancer centre and is the first NHS centre in the UK to offer high energy proton beam therapy.

The Christie has long been a pioneer in clinical trials and research and without the groundbreaking work of the Trust, patients around the world would not be using breast cancer drugs such as Herceptin.



The Christie charity supports cancer prevention, treatment, research and education through investment in staff, equipment, facilities and other support services. We do this by making grants to The Christie NHS Foundation Trust, and, occasionally, to other related bodies (The University of Manchester and The Christie peripheral sites).

We work hard to make sure that the money donated to the charity is spent where the hospital needs it most and in accordance with our charitable aims. We produce a separate impact report which gives more detail about how charitable income is spent and the difference it has made to our patients and their families.

# Who we are

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## Principal Office

The principal office for the Charity is:

The Finance Department  
The Christie NHS Foundation Trust  
Wilmslow Road  
Withington  
Manchester M20 4BX

The fundraising office address is:

The Christie Charity  
2-4 Candleford Road  
Withington  
Manchester M20 3JH

## Principal Professional Advisers:

### Bankers

Barclays Bank plc  
7<sup>th</sup> Floor  
1 Marsden Street  
Manchester M2 1HW

### Solicitors

Addleshaw Goddard LLP  
100 Barbirolli Square  
Manchester M2 3AB

Hempsons  
16<sup>th</sup> Floor  
City Tower  
Piccadilly Plaza  
Manchester M1 4BT

### External Auditors

Grant Thornton UK LLP  
1 Holly Street  
Sheffield  
S1 2GT

### Investment Fund Manager

Castlefield Investments  
9<sup>th</sup> Floor  
111 Piccadilly  
Manchester M1 2HY



# Role of the Charitable Funds Committee



Acting for the corporate trustee, the Charitable Funds Committee is responsible for the overall management of the charitable fund. The committee is required to:

- Manage the affairs of The Christie Charitable Fund within the terms of its declaration of trust and appropriate legislation.
- Ensure funding decisions are appropriate, consistent with the charity and trust objectives and provide added value and benefit to patients and staff of the Trust, above those afforded by the NHS funds.
- Implement, as appropriate, procedures and policies to ensure that accounting systems are robust, donations are received and accounted for as instructed and that expenditure is correctly recorded.
- Approve the annual report and financial statements and ensure that all relevant information is disclosed.
- Manage the investment of funds in accordance with the Trustee Act 2000, and, if necessary, appoint fund managers to act on its behalf.

The Charitable Funds Committee receives recommendations from the Trust's Management Board regarding the priorities of the Trust. The charity then considers these recommendations against the objectives of the charity and the funds available. The committee meets at least four times per year, usually March, July, September and December.

Applications to the charity for funding have to demonstrate that they meet the charity's objectives and have to clearly show a 'success' criteria. These are built into the submitted business case. All must show quantifiable success measures. All must provide a date of when they will formally provide a report and feedback to the trustees or related committee ie. The Christie Research Strategy Committee (CRSC). Our research, education and operational divisions all provide annual updates to the Charitable Funds Committee on specific projects. Feedback to donors and supporters is also crucial, therefore successful applicants provide updates through a variety of channels including personalised updates, thank yous, charity e-newsletters, regular thank you events and our annual impact report.



# Grant Making Policy

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The use of our funds is restricted by the governing document which established the charity to purposes connected with the Trust and grants are made from the charity's unrestricted funds – these funds comprise four elements:

**The Cancer Appeal Fund** which is constituted of gifts received by the charity where no particular preference as to its expenditure has been expressed by donors. Annually, applications are invited from any member of the Trust and also any patient group working within the Trust. Applications in excess of £25,000 must be recommended by the relevant Trust Board or Committee to the Charitable Funds Committee, thus ensuring that the application is within the strategy and priorities of the Trust. The Charitable Funds Committee then considers the applications against the charity's objectives, priorities and uncommitted funds available.

**The Cancer Research Fund** comprises donations and legacies received by the charity where the donor has given a preference for the use of the donation to be for research purposes but not specified to a designated research fund. Applications for support from this fund are, in the first instance, submitted to The Christie Research Strategy Committee which assesses the quality of the proposed research, its correlation with existing research priorities and the availability of other research funding streams. Recommendations and all subsequent approvals are then made through relevant Trust Boards or Committees. Only once approved through the correct Trust processes are applications recommended to the Charitable Funds Committee for consideration.



**Designated (earmarked) Funds** contain donations where a particular part of the hospital or activity was nominated by the donor at the time their donation was made. Whilst their nomination is not binding on the trustee, the designated funds reflect these nominations. The designated funds are overseen by fund holders who can make recommendations on how to spend the money within their designated area. Fund holders have a delegated responsibility to approve up to £25,000. Expenditure above this value requires appropriate recommendation from the relevant Trust Board or Committee to the Charitable Funds Committee.

**Restricted Funds** comprise of donations and gifts where the donor has been very specific about the use of their gift, which places a restriction on how the charity is able to spend it on charitable activity. The restricted funds are also overseen by fund holders who can make recommendations on how to spend the money in their designated area. The Charitable Funds Committee will ensure that any proposals are consistent with the wishes of the donor before the money is spent.



# Our Objects

In accordance with the Declaration of Trust dated 08 December 1995 the Charitable Fund's objects are as follows:

***"The trustees shall hold the Trust fund upon trust to apply the income, and at their discretion so far as may be permissible, the capital for any charitable purpose or purposes in connection with The Christie NHS Foundation Trust which will further the investigation of the causes of cancer and the prevention, treatment, cure and defeat of cancer in all its forms."***



The purpose of the fund is therefore to support the development of cancer prevention, treatment, research and education through:

- Improving the patient and carer experience
- Facilitating high quality research programmes
- Encouraging and supporting innovation in the development of services
- Promoting and supporting the training and personal development of staff

The charity achieves its purpose by funding expenditure on:

- Equipment – high technology, modern equipment to support research and/or to provide higher quality diagnoses and better treatment outcomes than before
- Staff – specialists who care for patients or undertake new pioneering roles

- Innovation – pioneering research projects that can lead to clinical trials of new treatments
- Education – training and developing the cancer researchers and specialists of the future to ensure that patients get the best possible care and treatment
- Research – support for the research infrastructure to provide the best facilities for cancer researchers

The Christie NHS Foundation Trust Board reviews the Charity Commission's general guidance on public benefit when establishing the terms of reference for the Charitable Funds Committee. This has also been reviewed alongside the charity's strategy by the Charitable Funds Committee and is considered each year when setting and reviewing the guidelines for fund holders, who are authorised to spend charitable funds. The trustees have had regard to the Charity Commission's guidance on public benefit.

# What we have achieved



This year our supporters have raised an incredible £13.5m, with an additional £0.4m of income coming from investments.

In the last year there have been 1,050 community events, 4,426 donations from individuals, 1,720 donations in memory of a loved one, 7,175 sporting event participants, 1,083 corporate fundraisers, 261 legators and we have had support from 57 trusts. Our 53,000 supporters have relentlessly raised much needed funds. We tightly managed our costs and this year we are able to say that 81p in every pound raised will go directly to benefit patients and their families.

By raising this money and through careful management of our existing funds, The Christie Charitable Fund has been able to commit funds to The Christie NHS Foundation Trust in line with the charity's aims and objectives and the following provides an insight into some of these activities:

***To commit funds to provide patient services and care beyond that which would be affordable under NHS tariffs***

This year the charity funded the expansion of haematology and ambulatory care for teenage and young adults. This has enabled patients, who have a solid tumour, to be able to receive treatments such as chemotherapy, stem cell transplant and supportive care within the home

environment or a home like environment. This has been achieved by revolutionising the current ambulatory care facilities through the use of 24-hour infusion devices as well as providing a dedicated team of staff to monitor and review the patients. This initiative is enabling the Trust to release inpatient beds in the palatine treatment centre, further improving the patient experience as there were significant numbers of patients who were unable to access the specialist care and facilities on the ward due to such high demand. The charity contributed £178,500 to this service.

RITA, which stands for reminiscence interactive therapy activities, is an innovative, evidence based, state of the art digital therapy system which allows patients to use apps, games and other leisure activities as part of their hospital recovery. The charity has invested £5,400 to provide this service. It is used primarily for elderly patients with cognitive impairments, such as dementia. The interactive touch screen system allows patients to enjoy relaxation music, watch archive BBC news footage, view old photographs and listen to famous speeches, to help spark memories and start conversations on the wards. The system is proving to be very popular.

We continue to fund clinical research fellow posts this year dedicated to the following disease groups, breast,

gynaecological, hepatopancreaticobiliary, lung, renal and upper GI, colorectal, experimental cancer medicine team and haematology. Each of these posts is initially for two years.

Clinical Research Fellows are highly-trained, motivated and versatile individuals who play an active role in both clinical and research activities at The Christie NHS Foundation Trust. The availability of these additional clinical research fellow posts endeavours to attract more international fellows who will provide greater assistance in research clinics and trial protocol development for investigator-led studies.

These post holders will therefore help to improve patient outcomes through practice-changing research, and through increased exposure of The Christie NHS Foundation Trust as a leading destination for medical oncology/haematology clinical research fellowship training and development. These posts also contribute to an increase in treatment choices available to Christie patients through the clinical research that will be supported as a result of this investment. Long term, there will be benefits in terms of improved outcomes for patients through improved survival rates.

This year we released £127,444 in funds towards fellowships.

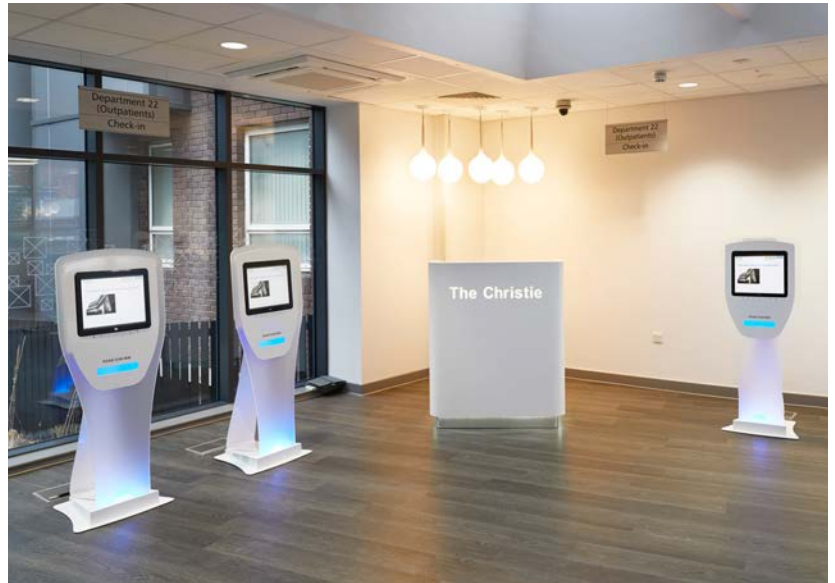
# What we have achieved

***To ensure that Christie patients are served by the highest calibre staff by committing funds to enhance the education and development of Christie staff and develop The Christie as a place of learning.***

The charity invests in the development of staff, both clinical and non-clinical, beyond what is provided through Health Education England, enabling staff to further develop their skills and knowledge. The charity invests in educational courses, educational bursaries and scholarships helping to shape the talent of the future.

The establishment of a prestigious School of Oncology international scholarship programme has enhanced the reputation of The Christie internationally and led to new relationships with clinicians and organisations from around the world.

The charity has an on-going commitment to support the workforce team which is key to ensuring all employees have access to the highest levels of education. This year, the charity invested £219,019 in this team. One area of focus has been to increase the number of apprenticeship opportunities within the Trust. A model for embedding apprenticeship training has been developed with all new vacancies being assessed for apprenticeship potential. Apprenticeship numbers are rising and the target for the next year is to have 65.



***To invest in the capital programme and enhance the hospital environment***

We invested £4.7 million over the last two years into the redevelopment of the new outpatient facility which opened its doors to patients this year. The spend this year was £3.47 million. Every year we have 90,000 patient attendances in our outpatient department. For many, the first contact that they have with The Christie is through this department. The last time that this area was developed was in 1992 and since this time there have been many changes in clinical practice which has meant that demand outgrew the space. With the advances in treatment options available and access to clinical trials, the case mix of our patient population has also changed resulting in patients being seen by a wider multidisciplinary team meaning the old space was not adequate to meet the holistic needs of patients.

The new space has transformed the patients' experience with the department no longer feeling like the main entrance to the Trust. Patients can now check into outpatients on screens that then direct them to their next step. This gives patients options in terms of where they would

prefer to wait. Implementation of this patient flow system has allowed us to support our patients' journeys by improving scheduling, ensuring patients can utilise facilities on site whilst still being aware of what time their appointment is. This new system has allowed us to utilise rooms more efficiently reducing unnecessary delays which means that patients are able to spend less time waiting for appointments and more time at home in comfortable surroundings.

As well as the new patient flow system the new department also provides:

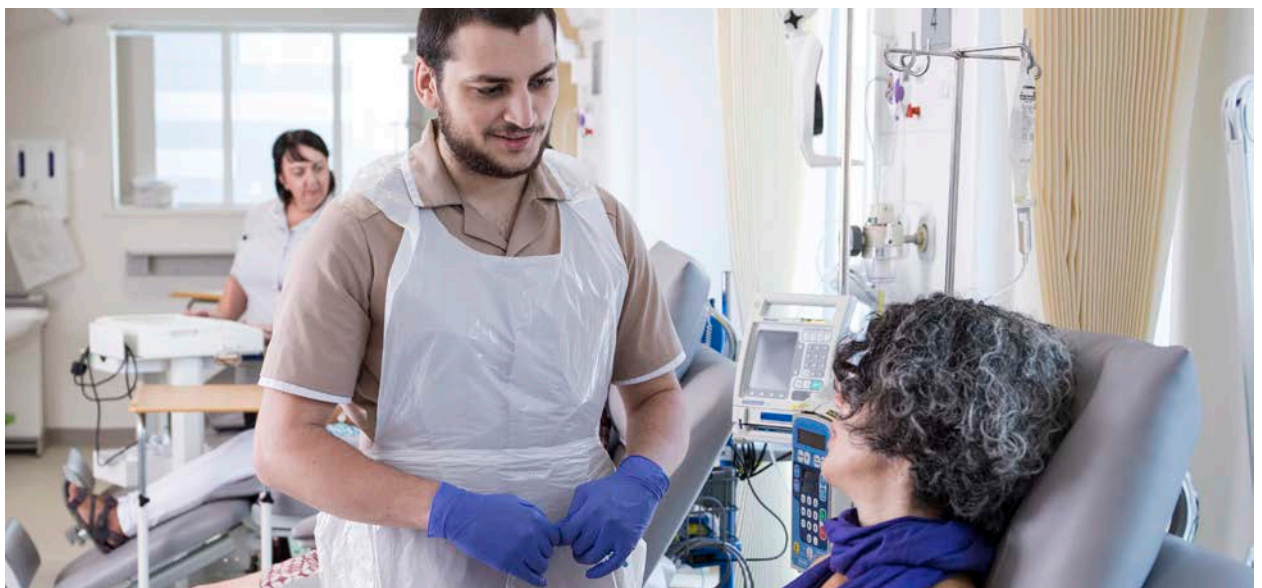
- Larger consultation rooms
- An additional 10 rooms that are patient facing rooms
- A dedicated multi disciplinary team room with training/educational facilities
- Several improved waiting zones with comfortable seating
- A dedicated venepuncture area
- Improved staff facilities



# What we have achieved

## *To invest funds to improve the quality and quantity of clinical research*

In 2016 the charity supported a project called Christie Patient Centred Research lead by Professor Janelle York. We provided two years of funding for three post-doctoral research fellows each being tasked to develop patient centred research in prevention and early detection and living with and beyond cancer. Since 2016, this service has developed considerably with an additional 9 researchers funded via projects. This successful project needed to expand further and the charity has invested a further £607,000 to ensure the project is able to keep functioning for the next three years. Patient centred research is directly linked to patient outcomes and includes the personal, social and psychological factors related to illness and experience of health care. Research underpins the provision of quality patient care. By continuing to implement a programme of translational patient centred research we are ensuring that The Christie is pivotal in continuing to lead improvements in cancer care. This programme also ensures that our staff are part of a structured programme enabling them to access clinical research training.



The National Institute for Health Research Clinical Research Facility at The Christie is a large, high quality, dedicated clinical research environment where patients can participate in complex, high intensity, early phase clinical trials. Through partnerships with the Manchester Cancer Research Centre (MCRC) and Manchester Academic Health Science Centre, The Christie brings together one of the biggest concentrations of expertise, ambition and resources in the world, to help create a future without cancer. As an international leader in research and development over 650 clinical studies may be taking place at any

one time allowing patients access to the very latest groundbreaking treatments.

In 2018/19 the charity spent a little over £2.5m overall towards research, supporting early phase clinical trials along with a number of posts as part of the Academic Investment Plan. This is an unprecedented global recruitment drive to bring up to 20 of the world's leading cancer experts and their teams to Manchester. The charity provides pump-prime funding to enable these plans to be realised and will be contributing more in the future due to the rebuild of the fire damaged Paterson building.

# What we have achieved



## *To improve the quality of the patient journey and hospital environment*

The Christie charity is always looking to commit funds to enhance and improve the patient experience. The Christie prides itself on ensuring patients are at the heart of everything it does. We provide funds for complementary services, some examples of this include:

- Support for the psycho-oncology service which contributes to the psychological wellbeing of our inpatients and outpatients. In the last year we provided £89,000 to this service. The service had 1,172 new patient referrals in the last 12 months and helps patients who are struggling with anxiety, a low mood and difficulty adjusting to their treatments and diagnosis.
- Additional help for patients with dementia. A new initiative is the introduction of a dementia nurse supporting patients in theatre who require surgery under local anaesthetic to reduce their anxiety and lessen distress. This ensures that patients can go home the same day rather than be kept in overnight in an unfamiliar environment which may cause them further psychological and emotional distress.
- We also support the paediatric play specialist service. They received £23,000 of charity funding in the last year which enabled them to provide specialist therapy to children receiving treatment at The Christie. The interaction and support from the play therapists reduce the requirement for children to be sedated or anaesthetised during procedures.

In total, the charity has spent £9.9m on grants to The Christie NHS Foundation Trust and the University of Manchester during this financial year. All funding is made in accordance with charity law, our constitution and the wishes and directions of our valuable donors.

# How we have funded our work



The following figures are taken from the full financial statements which carry an unqualified audit report. This part of the trustees' annual report comments on key features of those accounts. In this section we explain how we raised the money and then how we spent it.

## **Money received - £13.9 million** **Money spent - £8.7 million**

The strength of the charity continues to lie in public fundraising, which sees proportionately larger numbers of donations of smaller amounts of money and we value each and every one of our donors. A significant proportion of income continues to be received from legacies, which is a testament to our approach to fundraising, focused on building strong long-term relationships with our supporters.

## **Money received: Incoming resources - £13.9 million**

The statement of financial activities shows the total income for the year was £13.9 million.

The chart below shows our three main sources of income:

## **Incoming Resources 2018/19**

Gifts generated from active fundraising raised £7.4 million.

We are grateful to our fundraisers who funded particular clinical projects or pieces of equipment.

The charity fundraising team provides guidance, assistance and encouragement to all groups of supporters and organises a wide range of Christie branded fundraising events and activities.

An annual fundraising plan is presented to and approved by the Charitable Funds Committee, and the performance against this plan is monitored on a quarterly basis. The future forecasting model is reviewed on an annual basis as part of the planning process.





# How we have funded our work

## Money spent: Expenditure - £8.7 million

The statement of financial activities shows the total expenditure for the year was £ 8.7 million.

The table below details our expenditure:

### Expenditure 2018/19

	£m	£m
<b>Cost of Raising Funds</b>		<b>2.675</b>
<b>Charitable Activities</b>		
Clinical care	0.280	
Research	2.556	
Purchase of new equipment	0.215	
New buildings, refurbishment and major projects	4.531	
Patient amenity	2.171	
Other (including staff and patient welfare)	0.146	
<b>Sub-total expenditure on charitable activities</b>		<b>9.899</b>
Increase / (decrease) in grant awards		(3.826)
<b>Total expenditure on charitable activities</b>		<b>6.073</b>
<b>Total expenditure</b>		<b>8.748</b>

In line with the Charity's investment, cash and reserves policy, in January 2019 the Charity purchased an investment property, located within close proximity to the hospital for £2.7 million. Following an independent valuation of the property in March 2019, an impairment charge has arisen of £1.85 million. The property is now held as an investment property with a value of £0.85 million.

The intention is for this space to be leased out at commercial rates to the hospital, generating stable rental income for the Charity. This investment allows the Charity's investment portfolio to maintain a suitable balance between long and short-term investments, which supports on-going liquidity management and rental incomes mitigate the risk of unforeseen

falls in fundraising income. It is deemed that the property represents a solid investment where a fair balance between risk and return is achieved.


The charity maintained its commitment to research holding its expenditure at £2.6 million. This is spent across a wide variety of projects supporting a range of specialist research staff.

Expenditure in year on new buildings of £4.5 million has contributed towards the outpatients department, the proton beam therapy research space and various pieces of equipment.

During the year the charity continued to support a wide range of charitable activities benefitting patients, carers and staff.

# Risk management

The major risks for the charity have been identified and considered. They have been reviewed and systems established to mitigate those risks. The most significant risks are:

Identified risk	Consideration	Risk rating
<b>Local partnerships and competition</b>	<p>The Trust's strategy involves working in partnership with a range of national charities which affords the organisation obvious financial and reputational benefits. However, it does present a substantial risk to the charity's positioning and existing market share, as these competitor charities increase their fundraising efforts in the local community to support their projects and consequently raise their profile in the North West. This risk is even further heightened with the rebuild of the Paterson building where The Christie is raising funds alongside Cancer Research UK and The University of Manchester.</p> <p>The 'on site charity partner agreement' has now been in place for over two years and has enabled us to remove any confusion around what other partner charities are able to do and not do on site.</p> <p>However, it is fitting for these partners to have their contribution recognised appropriately and proportionately and this is managed through the corporate development division.</p>	<b>HIGH</b>
<b>Legacy gifts</b>	<p>The largest proportion of charity income comes from legacies and on average is around £6m per year. Legacies continue to be our most cost effective income stream but also continue to be our most volatile and unpredictable source of income. Nationally the value of gifts in wills has declined, but the number of gifts has increased and legacy income was down in the first half of 2018, compared to the previous year.</p> <ul style="list-style-type: none"> <li>• Residuary (portion) gifts: Average value fell from £59,700 to £57,800.</li> <li>• Pecuniary (fixed) gifts: Average value fell from over £4,000 to just under £4,000.</li> </ul> <p>Taboos and misinformation can act as barriers to success with legacy fundraising. Leaving a will is perceived to be a complicated process and there has been an increase in the number of complex and disputed cases. To mitigate this risk we have a strong legacy marketing plan in place.</p>	<b>HIGH</b>
<b>Reputational risk</b>	<p>The reputation of The Christie charity is based primarily on its relationship with its supporters, and also on the standard of care, research and education provided by the hospital. To protect our reputation we have a proactive marketing and communications plan, and media coverage is monitored daily.</p> <p>In addition, the charity has an ethical policy which protects the organisation from becoming involved with unsuitable partners and provides assurances to our potential supporters that we are operating in an ethical manner.</p> <p>This is available on The Christie charity website. As members of the Fundraising Regulator's self-regulatory scheme we are able to give our supporters confidence that we are complying with its principles. The main principles are to commit to high standards, be honest, open, clear and respectful and to be accountable, fair and reasonable.</p> 	<b>MEDIUM</b>

# Risk management

Identified risk	Consideration	Risk rating
<b>GDPR (General Data Protection Regulations)</b>	GDPR came into force on 25 May 2018. We were ready for the introduction after spending 18 months carrying out extensive data cleansing procedures and ensuring we captured as many email consents as possible. We are still utilising the legitimate interest clause for direct mailings which will follow the opt out consent route. Despite these thorough preparations we are experiencing a decrease in our sporting income. We will need to invest further in advertising methods to ensure we pick up these numbers and we will need to carry on capturing email consents from supporters at all touch points.	<b>MEDIUM</b>
<b>Brexit</b>	The charity is feeling the effects of the anxiety that is being faced by corporates, trusts and major donors with more being reluctant to part with money in this uncertain time. The charity sector is not immune to the fluctuations of the economy and ultimately donations usually come from profit of some kind. The National Council for Voluntary Organisations feels that the charity sector will lose £300m. We will need to ensure that our fundraising remains innovative to attract supporters going forward in 2019-20.	<b>LOW</b>
<b>PCI</b>	<p>Payment Card Industry Data Security Standard (PCI DSS) compliance is adherence to the set of policies and procedures developed to protect credit, debit and cash card transactions and prevent the misuse of cardholders' personal information. PCI DSS compliance is required by all card brands. Failure to adhere to PCI DSS compliance results in small transaction fines charged monthly (1-2% of card transactions).</p> <p>However merchants found to be non-compliant and the subject of a security breach can expect significant financial fines (4% of total trust turnover) as well as experiencing substantial risk to reputation. The charity currently processes cards through a variety of platforms, from in person donations at our charity centre to online donations on our website. All of these platforms are required to conform to the standards. Whilst working with a Qualified Security Assessor, there has been considerable progress made, however the charity have not secured full compliancy in the particular area of web server security, work in this area has been particular challenging as it requires a pan-trust solution.</p>	<b>MEDIUM</b>



# Reserves Policy

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The reserves policy has the objective of reserving sufficient funds to cover the known commitments of the charity. These commitments comprise of all schemes approved by the Charitable Funds Committee. The charity does not commit to recurrent schemes. Some schemes may request funding for more than three years, however the charity can only approve a commitment for three years expenditure, recognising that it will be asked to approve a further sum in the future, noting that this is without obligation. Where schemes run for more than three years they will be reviewed annually to allow a rolling three year commitment to be approved.



A progress report is provided as required. Until the annual review date, provision will be made to ensure sufficient funds are available to support a positive decision should further support be affirmed. The reserves policy requires that commitments are backed by liquid resources. The policy therefore protects the spending plans of the charity against both falls in fundraising income and investment values.

The commitments are reflected as creditors within the financial statements (noted in more detail as grant awards in

the notes to the financial statements) and stand at £19.0m as of 31 March 2019. This leaves uncommitted reserves of £32.2m as of 31 March 2019. However, a proportion of the uncommitted funds are made up of earmarked funds which, although not formally committed in an accounting sense, have been designated for particular purposes within the Trust. The charity reviews its levels of committed and uncommitted reserves on a quarterly basis.

# Financial management

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Under the Trustees Act 2000, the trustees are required to have a written investment policy. They are also required to be able to demonstrate that this policy is reviewed periodically, to ensure that charitable funds are being managed in the best interest of all connected parties. This responsibility is included in the terms of reference of the Charitable Funds Committee.

The charity's cash management and investment strategies are intended to maintain the appropriate levels of long and short-term investments to ensure the ongoing liquidity of the charity, whilst maintaining a competitive rate of interest. The charity will always ensure a fair balance of risk and return is achieved.

The charity investment, cash and reserves policy was last reviewed by the Charitable Funds Committee in December 2018 and is due for review in December 2019. The reserves policy has the objective of reserving sufficient funds to cover the known commitments of the charity.

The Trust appoints independent auditors to complete an annual audit of the charity accounts. These are compiled in line with the charity SORP (statement of recommended practice) and are submitted to Charitable Funds Committee for approval before they are submitted to the Charity Commission.





# Why we need continuous support – our future plans



Whilst we have achieved a considerable amount thanks to the support of our loyal and committed donors, the charity continues to have exciting and ambitious plans for the future. Work will continue to ensure our patients and their families receive the best care and treatment and that The Christie remains at the forefront of research advancements.

Over the next three years we aim to raise £23 million to build a state of the art Christie cancer centre in Macclesfield, providing Christie cancer care closer to home for more than 1,500 patients a year. The new centre will transform cancer care in East Cheshire, bringing together essential cancer services into one purpose-built unit delivering local specialist access to radiotherapy, chemotherapy, holistic support and information services, outpatient care, palliative care - and clinical trials, meaning patients in East Cheshire will be among the first in the country to access new treatments as they become available.

While some cancer care is currently available in Macclesfield, many patients travel to The Christie in south Manchester for the majority of their appointments. For those patients who live furthest

away, this can mean a journey time of two hours or more which puts tremendous pressure on them and their families at an already stressful time. Many patients remain under the care of The Christie for at least five years and will have regular appointments throughout that time. On average, each new patient referred to Macclesfield will have over 25 appointments throughout the course of their treatment. For radiotherapy in particular, patients have to attend hospital for treatment on a daily basis for several weeks.

Whilst patients and families are prepared to travel to The Christie for specialist services, we also understand that in reality many would prefer to have those services locally where possible. It saves valuable time and money and can make a difficult time much easier. The new centre in Macclesfield will provide the highest standard of cancer care for people in East Cheshire and beyond, but closer to their homes than we have offered before.

It is expected there will be around 40,000 patient visits each year to the centre, including patients from areas of

Cheshire, North Staffordshire and the High Peak area of Derbyshire. Planning for the new centre has taken into account East Cheshire's ageing population and the predicted increase in demand for specialist cancer services in future years.

The centre will be purpose built to meet the needs of frail people and those with cognitive impairment (difficulty remembering, learning new things and concentrating) or dementia, with things like additional grab rails, high colour contrast walls, day and night clocks, calming environments, large signage, and fall reduction measures. Staff will have frailty and cognitive training to enable them to support patients with additional needs.

The new centre will deliver more than 15,000 radiotherapy treatments every year and there will be 18 treatment chairs to deliver more than 4,000 chemotherapy treatments annually. The centre will also have outpatient facilities with specialist examination rooms, a CT simulator where treatments are planned, counselling and complementary therapy rooms.



# Rebuilding of the Paterson

## Two years ago the Paterson research facility was destroyed by a fire.

The ambition for the Paterson Redevelopment Project is to create one of the world's top five cancer research centres that translates discoveries in the laboratory into improved outcomes for patients around the world.

The multi-million pound development will be led by The Christie on behalf of the Manchester Cancer Research Centre (MCRC), an internationally renowned and hugely successful partnership between The University of Manchester, Cancer Research UK and The Christie.

This new research centre will drive research innovation, attract and retain the brightest talent, and generate commercial interest from the world's largest pharmaceutical and other industrial partners.

Crucially, the new research facility will enable more clinical trials to take place and will support new approaches to the prevention and detection of cancer, improving patient outcomes and survival.



# Charity sector governance and partnerships

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Registered with  
**FUNDRAISING  
REGULATOR**

The charity is regulated by the Charity Commission and is a member of the Fundraising Regulator, the self-regulatory scheme for fundraising in the UK. By being a member of the Fundraising Regulator our board (the trustees of the charity) have committed to follow its principles which are:

- We are committed to high standards
- We are honest and open
- We are clear
- We are respectful
- We are fair and reasonable
- We are accountable

In addition, The Christie charity is one of over 250 NHS linked charities in England and Wales who are eligible to join the Association of NHS Charities. As a member charity, we have the opportunity to benchmark our fundraising activity with our peers, discuss matters of common concern, exchange information and experiences and participate in conferences and seminars which offer support and education for our staff and trustees.

We utilise other publications in the third sector to benchmark ourselves including Fundratis and documentation from the Institute of Fundraising and the Charity Commission.

# A big thank you

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As one of the largest NHS charities in the UK, The Christie charity is proud to have the support of over 53,000 dedicated individuals, who with their generosity enable us to provide the very highest level of care and support for patients across the North West and beyond.

Your donations, whether large or small, continue to make an enormous difference to our patients every single day. For example, a donation of just £30 could fund a weekly pizza and movie night for young patients on our teenage and young adult unit, providing an opportunity to socialise with fellow patients, a welcome distraction from treatment. A larger donation of £7,000 would allow us to purchase four new reclining chemotherapy chairs for use at our chemotherapy outreach sites or a high definition imaging microscope for diagnostic use by the haematology department.

The trustees truly value each and every donation made to The Christie charity and appreciate that now more than ever our donors and fundraisers want to make sure that their contributions are spent as cost effectively as possible. As trustees, we are therefore proud to say that 82p in every £1 donated to the charity will go directly towards projects and services for the benefit of patients here at The Christie.

The impact that charitable funding has on patients here at The Christie cannot be understated, which is why, on behalf of our patients, staff and trustees, I'd like to offer our sincerest thanks to all those who support The Christie charity.

Whether it's by making a donation, raising funds or giving your time, the generosity and dedication of our many supporters help us to ensure that patients benefit from the very latest developments in technology and research as well as receive the best possible care and support from our outstanding staff.

Thank you once again.

Signed:

Name: Kathryn Riddle (Chair of the Charitable Funds Committee)

Date:

